



Department for
Business & Trade

Evaluation of Help to Grow: Management Phase 1 (2021-2025)

Annex E – Data collection tools

June 2026

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1. Quantitative survey methodology

Sources of data

Counterfactual survey technical annex

To help assess how effective this programme is, Ipsos conducted a survey with SMEs that have not taken part in the Help to Grow courses. This survey aimed to understand the context that these businesses are working in, as well as checking in on any support that respondent's feel would benefit their businesses. This data was compared to other data that has been collected in other surveys to check how these contexts and needs are impacted by attending the H2G programme.

The survey was completed via telephone. Fieldwork for each wave lasted around 2 months (for example wave two ran from 24th November 2023 to 15th January 2024). Respondents were called multiple times over that period until contact was made to maximise chances of obtaining an interview with them.

The sample for wave 1 of the counterfactual survey was purchased from Datascope, a commercial database supplier. A total of 19,261 records were purchased. For wave 2 of the counterfactual survey the sample was made up of the 610 individuals who took part in wave 1 of the counterfactual survey and agreed to be recontacted for wave 2.

1,226 surveys were completed across two waves. This comprised of 1,004 completes in wave 1 and 222 completes in wave 2.

Post Completion Survey Technical Annex

To help assess the effectiveness of the Help to Grow: Management programme, Ipsos conducted a survey with participants two to six weeks after they completed module 12 of the programme. This survey gathers feedback on the processes associated with the delivery of the programme, as well as emerging evidence on short-term outcomes as set out in the Theory of Change.

The survey was completed online. It was launched in September 2021 and has been conducted on a rolling basis, with 42 waves completed to date. This includes an additional sample boost in Year 4, which was launched to increase the overall response rate. Participants included in this boost cohort would have completed the Help to Grow: Management programme by May 2025. The sample was drawn from SME leaders who completed the Help to Grow: Management programme before 20th August 2025.

A total of 12,987 post-completion online survey invitations were issued. 2,050 responses were received, representing a 16% response rate.

Six-Month Follow-Up Survey Technical Annex

To help assess the outcomes and impact of the Help to Grow: Management programme, Ipsos conducted a survey with participants six months after they completed the programme. This telephone interview was designed to capture data on the outcomes and impact of the programme

on participants and their businesses. Some respondents will have previously completed the post-completion survey, but not all. The survey was completed via telephone. It was launched in June 2022 and has been conducted on a quarterly basis, with 14 waves completed to date.

In total, 5,048 SME leaders who completed the Help to Grow: Management programme before August 2025 were contacted to take part in the six-month follow-up telephone survey. 1,955 responses were received, representing a 38% response rate (adjusted to account for ineligible leads in the sample).

Mentor Survey Technical Annex

To help assess the effectiveness of the Help to Grow: Management programme, Ipsos conducted a survey with mentors delivering support to programme participants through the voluntary mentoring model. This survey gathers feedback on mentors' experiences of the programme, from onboarding and training through to delivering mentoring support. The survey also explores whether mentors intend to continue delivering mentoring support through the programme in future.

The survey was completed online. Mentors were invited to complete the survey by email, with Ipsos providing two email reminders. All mentors in the sample were also sent a reminder in the newsletter by the mentor delivery consortium.

The survey was issued to 3,726 mentors who had completed, or would complete, their first voluntary mentoring relationship by the end of the current quarter (for example, for Wave 9 this was July 2025). Some mentors in the sample will have completed their first few mentoring relationships within the surveyed quarter. 558 responses were received, representing a 15% response rate. Response rates over time are based on cumulative figures.

A total of 11 waves have been completed to date. The number of respondents varies across waves. Due to small sample sizes, some waves have been combined to improve the effectiveness of historical comparisons: Waves 4 and 5, Waves 7 and 8, and Waves 9, 10 and 11 have each been merged. The combined Waves 9/10/11 are referred to as "Wave 9".

2. Post-completion survey

Help to Grow: Management Post-Completion Survey, V23

Key for scripter

ROUTING INSTRUCTIONS IN BLUE

QUESTION INSTRUCTIONS IN RED

PARTICIPANT INSTRUCTIONS IN GREEN

TEXT SUBS IN GOLD

Introduction

READ OUT TO ALL

Welcome to the Help to Grow: Management feedback survey.

This survey is being delivered by Ipsos on behalf of the Government Department for Business and Trade (DBT). Ipsos has been appointed by DBT to deliver an independent evaluation of the Help to Grow: Management programme, which you have recently completed. The purpose of the evaluation is to gather evidence on the effectiveness of the processes involved in delivering the programme, as well as the impact it has had on participants and their businesses. The findings will be used by DBT to inform the ongoing development of the programme, as well as wider support available to businesses like yours.

The survey should take no more than 10 minutes to complete. It asks for feedback on your experiences of the application process and participation in the programme. It also asks about any changes you have made or expect to make as a result of what you have learned or gained from participation in the programme.

The information you share will be treated in the strictest confidence and used only for the purposes of the evaluation. The findings will be reported back to DBT in aggregate form and you will not be personally identified from what you tell us. For more details on how the information you share will be used, please access the Privacy Notice [here](#).

Participation in the survey is entirely voluntary and you are free to decline to answer any question or to stop the survey at any time. We really appreciate any feedback you can provide on your experience: it will help DBT learn and improve the way they support businesses like yours in the future.

Thank you in advance for your time and support.

Confidentiality and data

Ipsos deliver independent research and evaluation services to support policy makers and government departments to make evidence-based decisions. Ipsos will take appropriate steps to protect your personal information and minimise its unauthorised access or disclosure. You are free to request the withdrawal and deletion of your data at any point over the course of the evaluation by contacting grace.atkins@ipsos.com.

If you are happy to participate in the survey, please click on **Next** below.

Section X – About You and Your Business

READ OUT ALL

This section asks questions about you and your business. These are important to help us understand the profile of people and businesses that have participated in the Help to Grow: Management programme.

ASK ALL

X0. COURSESTATUS

Have you completed the modular content of the Help to Grow: Management Programme?

SINGLE CODE

1. Yes, I have completed all of the modules
2. No, I am participating and will complete modules later – [THANK AND CLOSE BUT RECONTACT SAMPLE IN A FEW MONTHS' TIME](#)
3. No, I started the programme but did not complete all of it – [THANK AND CLOSE](#)
4. No, I never started and/or applied for the programme – [THANK AND CLOSE](#)
5. Don't know – [THANK AND CLOSE](#)
6. Prefer not to say - [THANK AND CLOSE](#)

ASK ALL

X1. TIMEROLE

How long have you been in your current role?

SINGLE CODE

1. Less than 6 months
2. More than 6 months but less than a year
3. 1 year to less than 3 years
4. 3 years to less than 5 years
5. 5 years to less than 10 years
6. 10 years to less than 15 years
7. 15 years to less than 20 years
8. 20 or more years
98. Don't know
99. Prefer not to say

ASK ALL

X2. ETHNICITYOWNED

SINGLE CODE

Are any of the senior leaders in your business from an ethnic minority background?

1. Yes

- 2. No
- 98. Don't know
- 99. Prefer not to say

ASK ALL

X3. FEMALE OWNED

SINGLE CODE

Are any of the senior leaders in your business female?

- 1. Yes
- 2. No
- 98. Don't know
- 99. Prefer not to say

Section A – Application Process

ASK ALL

A1.EXPECT

What were your **expectations** of the Help to Grow: Management programme? What were you hoping to get out of it? Please select all that apply.

MULTICODE EXCEPT NA, NONE AND DK. RANDOMISE EXCEPT NA, NONE, DK AND OTHER.

- 1. Improved leadership and management skills
- 2. Greater confidence in leading and managing your business
- 3. Greater understanding of how to embed equality, diversity and inclusion practices within your business
- 4. Increased awareness of factors that drive business productivity and growth
- 5. Improved understanding of how to innovate your business model
- 6. Greater awareness of the key elements and principles of financial management
- 7. Improved understanding of the value of data analytics
- 8. Improved understanding of the use of metrics to monitor growth and support strategic decision making
- 9. Improved understanding of how to improve operational efficiency in your business
- 10. Improved understanding of how to enhance employee wellbeing
- 11. Improved understanding of how to improve employee engagement
- 12. Widened professional networks and greater access to your peers
- 13. Other (please specify) **WRITE IN**
- 14. None of the above
- 98. Don't know
- 99. Prefer not to say

ASK ALL

A2.CLEAR

When you applied, how clear was your understanding of the programme's aims and objectives?

SINGLE CODE. REVERSE SCALE.

1. Extremely clear
 2. Somewhat clear
 3. Neither clear nor unclear
 4. Somewhat unclear
- Extremely unclear
98. Don't know
99. Prefer not to say

ASK ALL

A3.INTEREST

Which three **modules** were you most interested in when you signed up to the programme?

MULTICODE UP TO THREE OPTIONS. DK AND NA EXCLUSIVE.

Module 1: Strategy and Innovation

Module 2: Digital Transformation

Module 3: Internationalisation to Develop New Markets Case Study

Module 4: Vision, Mission & Values

Module 5: Developing a Marketing Strategy

Module 6: Building a Brand Case Study

Module 7: Organisational Design

Module 8: Employee Engagement and Leading Change

Module 9: High Performance Workplace Case Study

Module 10: Efficient Operations

Module 11: Finance and Financial Management

Module 12: Implementing Growth Plans Case Study

98. Don't know

99. Prefer not to say

ASK ALL

A3A. ELEMENTINTEREST

Which element of the programme were you most interested in when you signed up to the programme?

SINGLE CODE. DK AND NA EXCLUSIVE.

1. Webinars, including sessions with expert speakers
 2. Case study workshops
 3. Peer group calls
 4. One-to-one mentoring support
 5. Alumni Network
98. Don't know
99. Prefer not to say

Section B – Programme Delivery

ASK ALL

B1.SATISFACTION

Overall, how satisfied or dissatisfied were you with how the Help to Grow: Management programme was **delivered** from start to end?

SINGLE CODE. REVERSE SCALE.

1. Very satisfied
2. Fairly satisfied
3. Fairly dissatisfied
4. Very dissatisfied
98. Don't know
99. Prefer not to say

ASK ALL

B3. SESSIONMODE

How did you attend the sessions for the Help to Grow: Management programme?

SINGLE CODE

1. Completely online
2. Completely face-to-face
3. Mostly online, with some face-to-face sessions
4. Mostly face-to-face, with some online sessions
5. An equal mix of online and face-to-face sessions
98. Don't know
99. Prefer not to say

ASK ALL

B2A.SESSIONMETH

Do you think the sessions in the Help to Grow: Management programme would be better if they were delivered **face-to-face or online**?

SINGLE CODE. REVERSE SCALE. RANDOMISE LIST. ASK AS GRID.

- A. Webinars, including sessions with expert speakers
 - B. Case study workshops
 - C. Peer group sessions
 - D. One-to-one mentoring support
-
1. These sessions would work much better if they were face-to-face
 2. These sessions would work slightly better if they were face-to-face
 3. The format does not make a difference
 4. These sessions would work slightly better if they were online

- 5. These sessions would work much better if they were online
- 98. Don't know
- 99. Prefer not to say

ASK ALL

B2B.MODULEFTF

Which of the **modules** involved at least some **face-to-face delivery**?

MULTICODE. NONE, DK AND NA EXCLUSIVE.

- 1. Induction workshop
- 2. Module 1: Strategy and Innovation
- 3. Module 2: Digital Transformation
- 4. Module 3: Internationalisation to Develop New Markets Case Study
- 5. Module 4: Vision, Mission & Values
- 6. Module 5: Developing a Marketing Strategy
- 7. Module 6: Building a Brand Case Study
- 8. Module 7: Organisational Design
- 9. Module 8: Employee Engagement and Leading Change
- 10. Module 9: High Performance Workplace Case Study
- 11. Module 10: Efficient Operations
- 12. Module 11: Finance and Financial Management
- 13. Module 12: Implementing Growth Plans Case Study
- 14. None - no modules included any face-to-face delivery
- 98. Don't know
- 99. Prefer not to say

ASK IF NONE SELECTED AT B2B (B2B=14)

B2CA.FTFONLINE

How likely were you to have still participated in Help to Grow Management if some **face-to-face** delivery was required?

SINGLE CODE. REVERSE SCALE.

- 1. Very likely
- 2. Fairly likely
- 3. Fairly unlikely
- 4. Very unlikely
- 98. Don't know
- 99. Prefer not to say

ASK ALL

B2D.FTFOVERALL

Overall, how **satisfied** were you with the amount of **face-to-face delivery** in the Help to Grow: Management programme?

SINGLE CODE. REVERSE SCALE.

1. Very satisfied
2. Fairly satisfied
3. Fairly dissatisfied
4. Very dissatisfied
98. Don't know
99. Prefer not to say

ASK ALL

B5.RELEVANCE

How **relevant** were each of the Help to Grow: Management modules to your business?

SINGLE CODE. REVERSE SCALE. ASK AS GRID.

- A. Module 1: Strategy and Innovation
- B. Module 2: Digital Transformation
- C. Module 3: Internationalisation to Develop New Markets Case Study
- D. Module 4: Vision, Mission & Values
- E. Module 5: Developing a Marketing Strategy
- F. Module 6: Building a Brand Case Study
- G. Module 7: Organisational Design
- H. Module 8: Employee Engagement and Leading Change
- I. Module 9: High Performance Workplace Case Study
- J. Module 10: Efficient Operations
- K. Module 11: Finance and Financial Management
- L. Module 12: Implementing Growth Plans Case Study

1. Extremely relevant
2. Somewhat relevant
3. Neither relevant nor irrelevant
4. Somewhat irrelevant
5. Extremely irrelevant
98. Don't know
99. Prefer not to say

ASK ALL

B6.COHORT

To what extent do you **agree or disagree** with the following statements about your Help to Grow: Management cohort?

SINGLE CODE. REVERSE SCALE. RANDOMISE LIST. ASK AS GRID.

- A. The cohort size was too small
- B. The cohort size was too large

- C. The individuals in my cohort had knowledge and experiences relevant to me
- D. My cohort had a good range of companies present
- E. Cohort members were willing to share knowledge and experiences with each other
- F. I will stay in touch with people from my cohort

- 1. Strongly disagree
- 2. Disagree
- 3. Neither agree nor disagree
- 4. Agree
- 5. Strongly agree
- 98. Don't know
- 99. Prefer not to say

ASK ALL

B6A.PROCESSSAT

How satisfied were you with the following aspects of the mentoring process:

SINGLE CODE. REVERSE SCALE. RANDOMISE LIST. ASK AS GRID.

- A. Information on the mentoring process
- B. The mentoring platform
- C. The matching process

- 1. Very satisfied
- 2. Fairly satisfied
- 3. Fairly dissatisfied
- 4. Very dissatisfied
- 98. Don't know
- 99. Prefer not to say

ASK ALL

B6B. FUNDING

Did you receive funding to participate in the Help to Grow: Management programme?

SINGLE CODE.

- 1. Yes – full scholarship or bursary
- 2. Yes – partial scholarship or bursary
- 3. No
- 98. Don't know
- 99. Prefer not to say

ASK IF B8=1,2 (IF RECIEVINIG A SCHOLARSHIP)

B6C. PARTICIPATION

How likely were you to have participated in Help to Grow Management without funding and/or paid the full amount of funding?

SINGLE CODE. REVERSE SCALE.

1. Very likely
2. Fairly likely
3. Fairly unlikely
4. Very unlikely
98. Don't know
99. Prefer not to say

B7.MENTOR

Did you match with a **mentor** as part of the Help to Grow: Management programme?

SINGLE CODE

1. Yes
2. No
98. Don't know
99. Prefer not to say

ASK IF MATCHED WITH MENTOR (CODE 1 AT MENTOR)

B8.MENTORMATCH

To what extent do you **agree or disagree** that your mentor's experience was well matched to your needs?

SINGLE CODE. REVERSE SCALE.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
98. Don't know
99. Prefer not to say

ASK IF DID NOT COMPLETE ALL TEN HOURS (CODE 2 AT MENTORCOMPLETE)

B10.MENTORHOURS

How many **hours of mentoring** did you complete / attend?

SINGLE CODE

1. None at all
2. Less than 1 hour
3. 1-2
4. 3-4
5. 5-6

- 6. 7-8
- 7. 9-10
- 8. More than 10 hours
- 98. Don't know
- 99. Prefer not to say

ASK IF HAD MENTORING (CODE 2 TO 10 AT MENTORHOURS)

B10B. MENTORTIME

What are your thoughts on the amount of mentoring support you received through the HtGM programme?

SINGLE CODE

- 1. I would have liked more hours of mentoring
- 2. I felt I had enough hours of mentoring
- 3. I would have liked fewer hours of mentoring
- 98. Don't know
- 99. Prefer not to say

ASK IF MATCHED WITH MENTOR (CODE 1 AT MENTOR AND MENTORHOURS IS NOT 1)

B11.MENTORUSE

Which of the following describe how you used one-to-one mentoring support?

MULTICODE EXCEPT DK AND NA

- 1. I used the mentoring support to highlight tools to potentially increase my business' productivity
- 2. I used the mentoring support to build on topics covered in the programme
- 3. I used the mentoring support for topics that were not covered in the programme
- 4. I used the mentoring support to get help with my Growth Action Plan (GAP)
- 98. Don't know
- 99. Prefer not to say

ASK IF USED MENTORING TO GET HELP WITH GAP (CODE 4 AT MENTORUSE)

B12.MENTORACTION

How well did your mentor support you in planning for growth (e.g., via developing a **Growth Action Plan (GAP)**, building on an existing growth plan)?

SINGLE CODE. REVERSE SCALE

- 1. Very well
- 2. Fairly well
- 3. Not very well

- 4. Not at all well
- 98. Don't know
- 99. Prefer not to say

ASK IF MATCHED WITH MENTOR (CODE 1 AT MENTORCOMPLETE OR CODE 2 TO 8 AT MENTORHOURS)

B13.MENTORSAT

Overall, how **satisfied** are you with the one-to-one mentoring support you received through the Help to Grow programme?

SINGLE CODE. REVERSE SCALE.

- 1. Very satisfied
- 2. Fairly satisfied
- 3. Fairly dissatisfied
- 4. Very dissatisfied
- 98. Don't know
- 99. Prefer not to say

ASK ALL

B14.MENTOROTHER

Do you have any other comments on your **experience** of mentoring through the Help to Grow programme and the **difference this made**?

OPEN TEXT BOX LIMIT TO 500 CHARACTERS

- 1. Don't know **SINGLE CODE**
- 2. Prefer not to say **SINGLE CODE**

ASK ALL COMPLETERS (STATUSDUM = 1)

B15.ALUMNIWHAT

Which, if any, types of HtGM alumni activities or offers would you be interested in taking part in?
Please select all that apply.

MULTI CODE EXCEPT NONE, DK AND PREFER NOT TO SAY.

- 1. Local alumni events delivered by your business school
- 2. Regional events for alumni to network outside of their business school
- 3. UK-wide alumni events to build links to SMEs from across the country
- 4. Accreditations
- 5. Access to further professional development opportunities
- 6. Further courses
- 7. Growth Action Plan (GAP) health checks
- 8. Webinars from leading industry experts in business and government
- 9. Newsletters
- 10. Other **WRITE IN**
- 11. None of these
- 98. Don't know
- 99. Prefer not to say

Section C – Impact on you

The next set of questions ask about how participating in the Help to Grow programme has impacted on **you as a senior leader** in your business (not your business as a whole).

ASK ALL

C1.LEADSKILLS

Thinking about how you feel today, to what extent do you agree or disagree with the following statements:

SINGLE CODE. REVERSE SCALE. RANDOMISE LIST. ASK AS GRID.

- A. I have all the skills I need to manage my employees over the next three years
- B. I have all the skills I need to lead my business over the next three years
- C. As a business leader I feel I can achieve my goals even if there are obstacles
- D. Within my role as a business leader I feel able to adapt when changes occur

- 1. Strongly disagree
- 2. Disagree
- 3. Neither agree nor disagree
- 4. Agree
- 5. Strongly agree
- 98. Don't know
- 99. Prefer not to say

ASK ALL

C2.INDOUTCOMES

Which (if any) of the following have you **learned or gained** from participation in the Help to Grow: Management programme? *Please select all that apply.*

MULTICODE EXCEPT M AND N. RANDOMISE EXCEPT L AND M AND N AND O. M, N AND O EXCLUSIVE

- 1. Improved leadership and management skills
- 2. Greater confidence in leading and managing your business
- 3. Greater understanding of how to embed equality, diversity and inclusion practices within your business
- 4. Increased awareness of factors that drive business productivity and growth
- 5. Improved understanding of how to innovate your business model
- 6. Greater awareness of the key elements and principles of financial management
- 7. Improved understanding of the value of data analytics
- 8. Improved understanding of the use of metrics to monitor growth and support strategic decision making
- 9. Improved understanding of how to improve operational efficiency in your business
- 10. Improved understanding of how to enhance employee wellbeing

- 11. Improved understanding of employee engagement
- 12. Other (please specify) **WRITE IN**
- 13. None of the above
- 98. Don't know
- 99. Prefer not to say

ASK ALL

C3.DIFFUSE

To what extent have you **shared what you have learned or gained** from participation in the programme with others within your businesses?

SINGLE CODE. REVERSE SCALE.

- 1. To a great extent
- 2. To some extent
- 3. Hardly at all
- 4. Not at all
- 98. Don't know
- 99. Prefer not to say

Section D – Impact on your business

The next set of questions ask about how participating in the Help to Grow programme has impacted on your business (not specifically to you as a senior leader).

ASK ALL

D1.BUSOUTCOME

How would you rate your own firm's capabilities and experience in the following areas:

SINGLE CODE. REVERSE SCALE. RANDOMISE LIST. ASK AS GRID.

- A. Implementing a business plan and strategy
- B. Developing and introducing new products or services
- C. Using data to inform decision making;
- D. Digitalising systems and processes
- E. Using digital technology to help grow the business
- F. Entering new markets (including overseas)
- G. Understanding different types of customers and how to meet their needs
- H. Understanding your business' positioning compared to market competitors
- I. Communicating the business vision, mission and value statements
- J. Leading through change and uncertainty
- K. Implementing a development plan for employees
- L. Understanding the effectiveness of operational processes and how they could be improved.
- M. Understanding financial management and the use of financial data to support strategic decision making in the organisation

N. Accessing external finance e.g. loans, overdraft, equity finance

1. Very weak
 2. Weak
 3. Average
 4. Strong
 5. Very strong
98. Don't know
99. Prefer not to say

ASK ALL

D2. ACTION

Have you produced a Growth Action Plan (GAP) / Growth Action Plan on a Page (GAP on a Page) for your business as a result of your participation on the Help to Grow programme?

POP OUT BOX: The Growth Action Plan on a Page (GAP on a Page) is a template for setting out your vision in a simple visual format that you can share and work on with others in the business. This is completed during the final workshop of the programme, Module 12.

SINGLE CODE

1. Yes
 2. No
98. Don't know
99. Prefer not to say

ASK IF D2. ACTION = 1

D2A. GAPWORKBOOK

During your time on the Help to Grow Management programme, did you use the Growth Action Planning workbook (GAP Workbook), in any capacity? POP OUT BOX: The Growth Action Planning workbook (GAP Workbook) uses a module-by-module approach to record your notes as you go through the HiGM Programme. It helps you to identify priorities and take action through simple action planning.

SINGLE CODE

1. Yes
 2. No
98. Don't know
99. Prefer not to say

ASK IF D2=2

D2B. ACTIONGAP

Why haven't you produced a Growth Action Plan (GAP) / Growth Action Plan on a Page (GAP on a Page)? POP OUT BOX: The Growth Action Plan on a Page (GAP on a Page) is a template for setting out your vision in a simple visual format that you can share and work on with others in the business. This is completed during the final workshop of the programme, Module 12.

MULTICODE EXCEPT DK AND NA.

1. My business already has a strategic growth plan
2. I did not have time to produce a Growth Action Plan / GAP on a Page
3. I did not see the value of producing a Growth Action Plan / GAP on a Page
4. I did not know I was expected to produce a Growth Action Plan / GAP on a Page
5. I was not clear on what was required to produce a Growth Action Plan / GAP on a Page
6. Other (please specify) WRITE IN
98. Don't know
99. Prefer not to say

ASK ALL

D2C.ACTIONSTRAT

Has your participation on the Help to Grow: Management programme helped you improve an existing strategic or growth plan in your business?

SINGLE CODE

1. Yes
2. No
98. Don't know
99. Prefer not to say

ASK ALL

D3.CHANGE

As a result of participation in Help to Grow: Management, have you or do you plan to make any changes to the way you **manage, organise, or operate** your business?

SINGLE CODE

1. Yes, I have already made changes
2. Yes, within the next 3 months
3. Yes, within the next 6 months
4. Yes, within the next year
5. Yes, but unsure when
6. No
98. Don't know
99. Prefer not to say

ASK IF ALREADY MADE CHANGES (CODE 1 AT CHANGE)

D4.WHATCHANGE1

As a result of participation in Help to Grow: Management, have you already made changes in any of the following areas to the way you **manage, organise, or operate** your business? *Please select all that apply.*

MULTICODE EXCEPT DK AND NONE OF THE ABOVE AND NA.

1. Innovation and markets
2. Leadership and employee engagement
3. Vision purpose and brand
4. Customer targeting
5. Data analytics
6. Operational efficiency
7. Carbon footprint
8. Financial management, including accessing finance
9. Technology adoption
10. Other (please specify) **WRITE IN**
11. None of the above
98. Don't know
99. Prefer not to say

ASK IF WILL CHANGE BUSINESS (CODE 2-5 AT CHANGE)

D5.WHATCHANGE2

As a result of your participation in Help to Grow: Management, do you plan to make changes in any of the following areas to the way you **manage, organise, or operate** your business? *Please select all that apply.*

MULTICODE EXCEPT DK AND NONE OF THE ABOVE AND NA.

1. Innovation and markets
2. Leadership and employee engagement
3. Vision purpose and brand
4. Customer targeting
5. Data analytics
6. Operational efficiency
7. Carbon footprint
8. Financial management, including accessing finance
9. Technology adoption
10. Other (please specify) **WRITE IN**
11. None of the above
98. Don't know
99. Prefer not to say

D5A. ENGAGEMENT

ASK ALL

As a result of your participation in the Help to Grow: Management programme, would you or your business consider engaging with the business school or wider university in any of the following ways. Please select all that apply.

MULTI CODE

1. Master of Business Administration (MBA) programme
2. Short course executive education programmes or training
3. Knowledge Transfer Partnerships
4. Research & Development (R&D) collaboration
5. Received consultation from the business school or wider university about a specific business problem or challenge
6. Taking on a degree apprentice
7. Graduate recruitment
8. Student placements or internships
9. Contributing to student projects
10. Other Master's programmes (please specify)
11. Other (please specify)
12. None of the above
98. Don't know
99. Prefer not to say

D5B. SHORTCOURSETRAINING

ASK IF D5A. ENGAGEMENT = 2

Which of the following short-course executive education programmes or training would you consider engaging with the business school or wider university for? Please select all that apply.

MULTI CODE

1. Leadership
2. Innovation
3. Sustainability
4. Environmental, Social, and Governance (ESG)
5. Marketing
6. Finance
7. None of the above
98. Don't know
99. Prefer not to say

ASK ALL

D5C.MOREINFO

Which of the following areas could you benefit from more information on to change the way you manage, organise or operate your business? *Please select all that apply.*

MULTICODE EXCEPT DK AND NONE OF THE ABOVE AND NA.

1. Innovation and markets
2. Leadership and employee engagement

3. Vision purpose and brand
4. Customer targeting
5. Data analytics
6. Operational efficiency
7. Carbon footprint
8. Financial management, including accessing finance
9. Technology adoption
10. Other (please specify)
98. Don't know
99. Prefer not to say

ASK ALL

D6.RECOMMEND

How likely would you be to recommend Help to Grow: Management to another business leader?

SINGLE CODE. REVERSE SCALE.

1. Very likely
2. Fairly likely
3. Fairly unlikely
4. Very unlikely
98. Don't know
99. Prefer not to say

ASK ALL

D7.COMMENT

Do you have any other thoughts or comments you would like to share on your **experience** of participating in the Help to Grow Management programme?

OPEN ENDED TEXT BOX

1. Don't know **SINGLE CODE**
2. Not applicable/Prefer not to say **SINGLE CODE**

Section E – Recontact

ASK ALL

E1.RECONTACT

Thank you for taking part in this survey. Would you be willing for Ipsos to re-contact you for a follow-up interview as a part of this evaluation in the next six to twelve months?

SINGLE CODE.

1. Yes – I would be willing
2. No – I would not be willing

ASK ALL

E1A.RECONTACTB

And would you be willing for Ipsos or any organisation we are partnering with for the evaluation to re-contact you for any other research requests relating to the Help to Grow Management programme in the next two years?

SINGLE CODE.

1. Yes – I would be willing
2. No – I would not be willing

ASK IF SELECTED 1 AT RECONTACT OR SELECTED 1 AT RECONTACTB

E2.DETAILS

Please can you provide us with the best telephone number for Ipsos to re-contact you on?

1. **OPEN ENDED TEXT BOX**
2. Don't know **SINGLE CODE.**

I am not willing to give a phone number **SINGLE CODE**

3. Six month follow-up survey

Help to Grow: Management Post-Completion Follow-up Survey

Key for scripter

ROUTING INSTRUCTIONS IN BLUE

QUESTION INSTRUCTIONS IN RED

PARTICIPANT OR INTERVIEWER INSTRUCTIONS IN GREEN

TEXT SUBS IN GOLD

Routing key

S_CONTACTNAME = Contact name of participant from sample

S_STATUS = 1 = Completed programme on sample

S_STATUS = 2 = Dropped out of programme on sample

STATUSDUM = 1 Confirmed completed programme in interview

STATUSDUM = 2 Confirmed dropped out of programme in interview

STATUSDUM = 3 Confirmed part completer (at least 75% complete but not fully complete)

S_POSTCOMPLETE = 1 = Completed online post-completion survey/is a longitudinal lead

S_POSTCOMPLETE = 2 = Did not complete online post-completion survey/is a fresh lead

Introduction

READ OUT TO ALL

Hello, my name is ... from Ipsos, the independent research organisation. Could I please speak to [S_CONTACTNAME]? We are conducting a Government-sponsored survey on behalf of Department for Business and Trade, also known as DBT. IF NAMED CONTACT HAS LEFT THEN ASKED TO BE TRANSFERRED TO CEO OR OWNER AND RESTART.

Ipsos has been appointed by DBT to deliver an independent evaluation of the Help to Grow: Management programme. The purpose of the evaluation is to gather evidence on the effectiveness of the processes involved in delivering the programme, as well as the impact it has had on participants and their businesses. The findings will be used by DBT to inform the ongoing development of the programme, as well as wider support available to businesses like yours. [IF S_POSTCOMPLETE = 1 You may remember that you completed an online survey on the Help to grow Management programme around six months ago. During this you agreed to be recontacted by phone to take part in this follow up interview.]

The interview should take no more than [IF S_STATUS = 2 10] [IF S_STATUS = 1 15] minutes to complete.

[IF S_STATUS = 1 It asks for feedback on your experiences of and participation in the programme. It also asks about any changes you have made or expect to make [IF S_POSTCOMPLETE = 1 since you completed the online survey.] [IF S_POSTCOMPLETE = 2 as a result of what you have learned or gained from participation in the programme.]]

[IF S_STATUS = 2 It asks for feedback on your experiences of and participation in the programme. It also asks about any reasons as to why you did not complete the programme and any support you could have been given to remain on the programme.]

The information you share will be treated in the strictest confidence and used only for the purposes of the evaluation. The findings will be reported back to DBT in aggregate form and you will not be personally identified from what you tell us. For more details on how the information you share will be used, please access the Privacy Notice at [ipsos.uk/helptogrow](https://www.ipsos.uk/helptogrow).

Participation in the survey is entirely voluntary and you are free to decline to answer any question or to stop the survey at any time. We really appreciate any feedback you can provide on your experience: it will help Government learn and improve the way they support businesses like yours in the future.

Thank you in advance for your time and support.

Ipsos deliver independent research and evaluation services to support policy makers and government departments to make evidence-based decisions. Ipsos will take appropriate steps to protect your personal information and minimise its unauthorised access or disclosure. You are free to request the withdrawal and deletion of your data at any point over the course of the evaluation by contacting jono.roberts@ipsos.com.

REASSURANCE EMAIL SCREEN

READ OUT IF SENDING REASSURANCE EMAIL

This email has more information about the survey.

Section S – Consent

ASK ALL

S1. CONSENT

Before we start, I just want to clarify that participation in the survey is voluntary and you can change your mind at any time. Are you happy to proceed with the interview?

SINGLE CODE

READ OUT

1. Yes

2. No

ASK IF DID NOT COMPLETE POST-COMPLETION SURVEY (S_POSTCOMPLETE = 2)

S2. COURSESTATUS

Have you completed the Help to Grow Management Programme?

SINGLE CODE

READ OUT

1. Yes, I have completed the programme
2. No, I am participating and will complete later – THANK AND CLOSE AS UNIQUE CALL OUTCOME CODE AS WE CAN USE IN NEXT WAVE
3. No, I started the programme but did not complete all of it
4. No, I never started the programme – THANK AND CLOSE
5. No, I never applied for the programme – THANK AND CLOSE
6. **DO NOT READ OUT** Don't know – THANK AND CLOSE
7. **DO NOT READ OUT** Refused - THANK AND CLOSE

ASK IF DID NOT COMPLETE PROGRAMME BUT DID START (COURSESTATUS = 3)

S3. COURSEPC

Approximately, what proportion of the Help to Grow Management Programme modules did you complete (your best guess)?

SINGLE CODE

READ OUT

1. Less than 25%
2. Between 25% and 50%
3. Between 50% and 75%
4. 75% or more, but did not complete the programme
5. **DO NOT READ OUT** Don't know – THANK AND CLOSE
6. **DO NOT READ OUT** Refused - THANK AND CLOSE

CODE FOR ALL – DO NOT ASK

S4. STATUSDUM

SINGLE CODE

1. Completed programme – IF S_POSTCOMPLETE = 1 OR COURSESTATUS = 1
2. Dropped out – IF COURSESTATUS = 3 AND COURSEPC = 1 TO 3
3. Partially completed – IF COURSESTATUS = 3 AND COURSEPC = 4

Section A – Overall satisfaction with the programme

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

A1.SATISFACTION

Overall, how satisfied or dissatisfied are you with the Help to Grow: Management programme?

SINGLE CODE. REVERSE SCALE.

READ OUT

5. Very satisfied
6. Fairly satisfied
7. Fairly dissatisfied
8. Very dissatisfied
9. DO NOT READ OUT Don't know
10. DO NOT READ OUT Refused

Section B – Engagement with the programme

READ OUT TO ALL COMPLETERS (STATUSDUM = 1 OR 3)

We will now ask about how you engaged with the Help to Grow Management Programme.

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

B1.PROGENG

Which of these statements best describes your level of engagement with the following programme elements?

SINGLE CODE. RANDOMISE LIST. ASK AS GRID.

READ OUT

Module content

- A. Mentoring
- B. Peer learning groups

Alumni networks

1. I attended all sessions
2. I attended most sessions
3. I attended some sessions
4. I did not attend any sessions
5. DO NOT READ OUT Don't know
6. DO NOT READ OUT Refused

ASK IF DID NOT COMPLETE POST-COMPLETION SURVEY (S_POSTCOMPLETE = 2) AND ALL COMPLETERS (STATUSDUM = 1 OR 3)

B2. ACTION

Have you produced a **Growth Action Plan** (GAP) or GAP on a Page for your business as a result of your participation on the Help to Grow programme?

SINGLE CODE

1. Yes
2. No
3. Don't know
4. Prefer not to say

ASK IF B2=2

B2A. ACTIONGAP

Why haven't you produced a **Growth Action Plan** (GAP) or GAP on a Page

MULTICODE EXCEPT DK AND NA.

My business already has a strategic growth plan

1. I did not have time to produce a Growth Action Plan / GAP on a Page
2. I did not see the value of producing a Growth Action Plan / GAP on a Page
3. I did not know I was expected to produce a Growth Action Plan / GAP on a Page
4. I was not clear on what was required to produce a Growth Action Plan / GAP on a Page

Other (please specify) **WRITE IN**

Don't know

Prefer not to say

ASK IF B2A=1

B2B.ACTIONSTRAT

Has your participation on the Help to Grow: Management programme helped you improve an **existing strategic or growth plan in your business?**

SINGLE CODE

1. Yes
2. No
3. Don't know
4. Prefer not to say

Section C – Impact on you

READ OUT TO ALL COMPLETERS (STATUSDUM = 1 OR 3)

The next set of questions ask about how participating in the Help to Grow programme has impacted on **you as a senior leader** in your business (not your business as a whole). **IF LONGTIDUINAL (S_POSTCOMPLETE = 1)** We know you may have already answered these questions in the online survey, but we are re-asking these questions to measure how the programme generates benefits for your business over time.

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

C1.LEADSKILLS

Thinking about how you feel today, to what extent do you agree or disagree with the following statements:

SINGLE CODE. REVERSE SCALE. RANDOMISE LIST. ASK AS GRID.

READ OUT

- E. I have all the skills I need to manage my employees over the next three years
- F. I have all the skills I need to lead my business over the next three years
- G. As a business leader I feel I can achieve my goals even if there are obstacles
Within my role as a business leader I feel able to adapt when changes occur
- H. I am aware of factors that drive growth in SMEs and have considered what this means for my business

- 6. Strongly disagree
- 7. Disagree
- 8. Neither agree nor disagree
- 9. Agree
- 10. Strongly agree
- 11. DO NOT READ OUT Don't know
- 12. DO NOT READ OUT Refused

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

C2.INDOUTCOMES

Which (if any) of the following have you **learned or gained** from participation in the Help to Grow: Management programme?

MULTICODE EXCEPT M AND N. RANDOMISE EXCEPT L AND M AND N AND O. M, N AND O EXCLUSIVE

READ OUT

- A. Improved leadership and management skills
- B. Greater confidence in leading and managing your business
- C. Greater understanding of how to embed equality, diversity and inclusion practices within your business
- D. Increased awareness of factors that drive business productivity and growth
- E. Improved understanding of how to innovate your business model
- F. Greater awareness of the key elements and principles of financial management
- G. Improved understanding of the value of data analytics
- H. Improved understanding of the use of metrics to monitor growth and support strategic decision making
- I. Improved understanding of how to improve operational efficiency in your business
- J. Improved understanding of how to enhance employee wellbeing
- K. Improved understanding of employee engagement
- L. Other WRITE IN
- M. DO NOT READ OUT None of these
- N. DO NOT READ OUT Don't know
- O. DO NOT READ OUT Refused

Section D – Impact on your business

READ OUT TO ALL COMPLETERS (STATUSDUM = 1 OR 3)

The next set of questions ask about how participating in the Help to Grow programme has impacted on your business (not specifically to you as a senior leader). **IF LONGTIDUINAL (S_POSTCOMPLETE = 1)** As in the previous section, we know you may have already answered these questions in the online survey, but we are re-asking these questions to measure how the programme generates benefits for your business over time.

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

D1.BUSOUTCOME

How would you rate your own firm's capabilities and experience in the following areas:

SINGLE CODE. REVERSE SCALE. RANDOMISE LIST. ASK AS GRID.

READ OUT

- O. Implementing a business plan and strategy
 - P. Developing and introducing new products or services
 - Q. Using data to inform decision making
 - R. Digitalising systems and processes
 - S. Using digital technology to help grow the business
 - T. Entering new markets (including exporting overseas)
 - U. Understanding different types of customers and how to meet their needs
 - V. Understanding your business' positioning compared to market competitors
 - W. Communicating the business vision, mission and value statements
 - X. Leading through change and uncertainty
 - Y. Implementing a development plan for employees
 - Z. Understanding the effectiveness of operational processes and how they could be improved.
 - AA. Understanding financial management and the use of financial data to support strategic decision making in the organisation
 - BB. Accessing external finance e.g. loans, overdraft, equity finance
-
- 6. Very weak
 - 7. Weak
 - 8. Average
 - 9. Strong
 - 10. Very strong
 - 11. **DO NOT READ OUT** Don't know
 - 12. **DO NOT READ OUT** Refused

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

D2.CHANGE

As a result of participation in Help to Grow: Management, have you or do you plan to make any changes to the way you **manage, organise, or operate** your business?

[IF LONGTIDUINAL (S_POSTCOMPLETE = 1) Please answer based on any changes that you have made or plan to make since participating in the programme, even if you also mentioned these in the previous survey you took completed.

SINGLE CODE

IF YES PROMPT TO CODE

7. Yes, I have already made changes
8. Yes, within the next 3 months
9. Yes, within the next 6 months
10. Yes, within the next year
11. Yes, but unsure when
12. No
13. **DO NOT READ OUT** Don't know
14. **DO NOT READ OUT** Refused

ASK IF ALREADY MADE CHANGES (CODE 1 AT CHANGE)

D3.WHATCHANGE1

As a result of participation in Help to Grow: Management, have you made changes in any of the following areas to the way you **manage, organise, or operate** your business?

[IF LONGTIDUINAL (S_POSTCOMPLETE = 1) Again, please answer based on any changes that you have made since participating in the programme, even if you also mentioned these in the previous survey you took completed.

MULTICODE EXCEPT DK AND NONE OF THE ABOVE AND NA.

READ OUT

Innovation and markets

12. Leadership and employee engagement
13. Vision, purpose and brand
14. Customer targeting
15. Data analytics
16. Operational efficiency
17. Carbon footprint
18. Financial management, including accessing finance
19. Technology adoption
20. Other **WRITE IN**
21. **DO NOT READ OUT** None of these
22. **DO NOT READ OUT** Don't know
23. **DO NOT READ OUT** Refused

ASK IF WILL CHANGE BUSINESS (CODE 2-5 AT CHANGE)

D4.WHATCHANGE2

As a result of your participation in Help to Grow: Management, do you plan to make changes in any of the following areas to the way you **manage, organise, or operate** your business?

MULTICODE EXCEPT DK AND NONE OF THE ABOVE AND NA.

READ OUT

12. Innovation and markets

13. Leadership and employee engagement
14. Vision purpose and brand
15. Customer targeting
16. Data analytics
17. Operational efficiency
18. Carbon footprint
19. Financial management, including accessing finance
20. Technology adoption
21. Other (please specify) **WRITE IN**
22. **DO NOT READ OUT** None of the above
23. **DO NOT READ OUT** Don't know
24. **DO NOT READ OUT** Refused

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

D5. BUSINESS_SCHOOL_ENGAGEMENT

As a result of your participation in Help to Grow: Management, have you or your business engaged with the business school or wider university in the following ways within the past 6 months:

SINGLE CODE. REVERSE SCALE. RANDOMISE LIST. ASK AS GRID.
READ OUT

- A. MBA programme
- B. Short course executive education programmes or training
- C. Other Master's programmes
- D. Knowledge Transfer Partnerships
- E. R&D collaboration
- F. Received consultation from the business school or wider university about a specific business problem or challenge
- G. Taking on a degree apprentice
- H. Graduate recruitment
- I. Student placements or internships
- J. Contributing to student projects
- K. Other (please specify)
- L. None of the above
- M. Dont know
- N. Prefer not to say

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

D5. CONTRIBUTE

To what extent has participating in the Help to Grow Management Programme contributed to...

SINGLE CODE. REVERSE SCALE. RANDOMISE LIST. ASK AS GRID.
READ OUT

- A. Improved leadership and management of your business
 - B. Improved efficiency in internal processes relating to staff
 - C. Improved efficiency in internal processes relating to business operations (e.g. stock management, resource planning)
 - D. Improved effectiveness of internal processes relating to staff
 - E. Improved effectiveness relating to business operations (e.g. stock management, resource planning)
 - F. Increased innovation within your business
 - G. Adoption of best practice approaches within your business
 - H. Improved cashflow management
 - I. Cost savings
 - J. Improved employee engagement
 - K. Improved employee retention
 - L. Employee training and/or learning and development plan or budget
 - M. Improved relationships between leadership and wider team
 - N. Increased number of employees within the business
 - O. Your business accessing additional business support
 - P. Increased engagement with other businesses
 - Q. Increased sales
 - R. Increased business resilience
 - S. Increased exports
 - T. Improved awareness of business school services for businesses
-
- 1. To a great extent
 - 2. To some extent
 - 3. Hardly at all
 - 4. Not at all
 - 5. **DO NOT READ OUT** Don't know
 - 6. **DO NOT READ OUT** Refused

ASK IF SALES INCREASE TO SOME EXTENT (D5Q = 1 OR 2)

D6A. SALEINCR

Earlier you mentioned that the Help to Grow Management Programme increased sales. By approximately how much did the sales increase?

SINGLE CODE.

READ OUT

- 1. Sales have increased by 1 to less than 3 percent because of HtGM
- 2. Sales have increased by 3 to less than 5 percent because of HtGM
- 3. Sales have increased by 5 to less than 7 percent because of HtGM
- 4. Sales have increased by 7 to less than 10 percent because of HtGM
- 5. Sales have increased by 10 or more percent because of HtGM
- 6. Sales have not increased because of HtGM
- 7. **DO NOT READ OUT** Don't know

8. DO NOT READ OUT Refused

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

D6. KEYBENEFIT

Of those benefits identified as a result of Help to Grow Management Programme, which one has had the greatest impact on your business?

SINGLE CODE.

PLEASE ONLY SHOW OPTIONS THAT ARE CONTRIBUTE = 1 OR 2

READ OUT

1. Improved leadership and management of your business
2. Improved efficiency in internal processes relating to staff
3. Improved efficiency in internal processes relating to business operations
4. Improved effectiveness of internal processes relating to staff
5. Increased innovation within your business
6. Adoption of best practice approaches within your business
7. Improved cashflow management
8. Cost savings
9. Improved employee engagement
10. Improved employee retention
11. Employee training and/or learning and development plan or budget
12. Improved relationships between leadership and wider team
13. Increased number of employees within the business
14. Your business accessing additional business support
15. Increased engagement with other businesses
16. Increased sales
17. Increased business resilience
18. Increased exports
19. Improved awareness of business school services for businesses
20. DO NOT READ OUT Don't know
21. DO NOT READ OUT Refused

ASK IF DID NOT COMPLETE POST-COMPLETION SURVEY (S_POSTCOMPLETE = 2)

D7.DIFFUSE

To what extent have you **shared what you have learned or gained** from participation in the programme with others within your businesses?

SINGLE CODE. REVERSE SCALE.

READ OUT

5. To a great extent
6. To some extent
7. Hardly at all
8. Not at all
9. DO NOT READ OUT Don't know
10. DO NOT READ OUT Refused

ASK IF LONGITUDINAL AND IF NOT SHARED LEARNING (S_POSTCOMPLETE = 1 AND S_DIFFUSE = 4)

D8.DIFFUSEPOST

In the post completion survey, you said that you had not shared what you had learned or gained from participating in the programme with others within your business. To what extent have you **shared what you learned or gained** with others in your business **since then**?

SINGLE CODE. REVERSE SCALE.

READ OUT

1. To a great extent
2. To some extent
3. Hardly at all
4. Not at all
5. **DO NOT READ OUT** Don't know
6. **DO NOT READ OUT** Refused

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

D9.NOTSHARED

[IF NOT SHARED LEARNING (DIFFUSEPOST = 4 OR DIFFUSE = 4) Why have you not **shared what you learned or gained** with others in your business?] [IF SHARED LEARNING (DIFFUSEPOST = 1,2,3,5 OR 6 OR DIFFUSE = 1, 2, 3, 5 OR 6) What are the barriers, if any, to **you sharing what you learned or gained** with others in your business?]

MULTICODE EXCEPT NONE, DK AND REFUSED

DO NOT READ OUT

1. I have not had the time to implement changes
2. I have not had enough support from senior colleagues to implement changes
3. I do not have the skills or knowledge required to implement changes
4. Priorities within my business changed
5. Lessons learned were not relevant
6. I have tried to disseminate the learnings but take-up has been slow
7. I have tried to disseminate the learnings but received too much pushback
8. Other **WRITE IN**
9. **DO NOT READ OUT** None of these
10. **DO NOT READ OUT** Don't know
11. **DO NOT READ OUT** Refused

ASK IF HAS SHARED LEARNING (DIFFUSEPOST = 1 to 3 OR DIFFUSE = 1 to 3)

D10.NSENABLERS

What has enabled **you to share what you learned or gained** with others in your business?

MULTICODE EXCEPT NONE, DK AND REFUSED

DO NOT READ OUT

1. I had the time to implement changes
2. I had support from senior colleagues to share knowledge
3. Priorities within my business remained consistent
4. Lessons learned were relevant

5. Other **WRITE IN**
6. **DO NOT READ OUT** None of these
7. **DO NOT READ OUT** Don't know
8. **DO NOT READ OUT** Refused

Section E – Network benefits

READ OUT TO ALL COMPLETERS (STATUSDUM = 1 OR 3)

The next set of questions ask about how participating in the Help to Grow programme has impacted your peer support network.

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

E1.PEERNETWORK

To what extent did participation in the Help to Grow Management programme enable you to **expand your peer support network**?

SINGLE CODE. REVERSE SCALE.

READ OUT

1. To a great extent
2. To some extent
3. Hardly at all
4. Not at all
5. **DO NOT READ OUT** Don't know
6. **DO NOT READ OUT** Not applicable

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

E2.COHORTCON

Have you stayed in touch with peers from your Help to Grow Management cohort since you completed the programme?

SINGLE CODE.

IF YES PROMPT TO CODE

1. Yes, I have stayed in touch with all or most of those from my cohort
2. Yes, I have stayed in touch with around half of those from my cohort
3. Yes, I have stayed in touch with some of those from my cohort, but less than half
4. No, I have not stayed in touch with any of those from my cohort
5. **DO NOT READ OUT** Don't know
6. **DO NOT READ OUT** Refused

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

E5A. ALUMACT

Which, if any, of the following HtGM alumni activities have you taken part in?

MULTI CODE EXCEPT NONE, DK AND REFUSED.

READ OUT

1. HtGM alumni webinars.
2. Read the HtGM alumni newsletter.
3. HtGM alumni webinars.

4. HtGM local events organised by a business school.
5. HtGM regional alumni events.
6. Accessed online alumni articles and videos.
7. Accessed alumni partnership offers
8. Joined the LinkedIn Alumni Network group
9. Another activity **WRITE IN**
10. I have not participated in any alumni events or activities
11. **DO NOT READ OUT** Don't know
12. **DO NOT READ OUT** Refused

ASK IF TAKEN PART IN ALUMNI ACTIVITIES (CODE 1 – 7 AT E5A. ALUMACT)

E7.ALUMNIUSE

How useful has the alumni network been in supporting growth action planning and/or strategic planning within your business?

SINGLE CODE. REVERSE SCALE

READ OUT

1. Very useful
2. Fairly useful
3. Not very useful
4. Not at all useful
5. **DO NOT READ OUT** Don't know
6. **DO NOT READ OUT** Refused

ASK IF TAKEN PART IN ALUMNI ACTIVITIES (CODE 1 - 7 AT E5A. ALUMACT)

E8.ALUMNISAT

How satisfied were you with the alumni activities you participated in?

SINGLE CODE. REVERSE SCALE.

READ OUT

1. Very satisfied
2. Fairly satisfied
3. Not very satisfied
4. Not at all satisfied
5. **DO NOT READ OUT** Don't know
6. **DO NOT READ OUT** Refused

ASK IF NOT TAKEN PART IN ALUMNI ACTIVITIES (CODE 8 AT ALUMNI)

E9.ALUMNINOT

Why have you not taken part in any alumni related activities?

WRITE IN OPEN TEXT BOX

1. **DO NOT READ OUT** No alumni offers in their area
2. **DO NOT READ OUT** Not relevant to my business goals
3. **DO NOT READ OUT** Not useful
4. **DO NOT READ OUT** Not enough time

5. **DO NOT READ OUT** Wasn't aware of alumni activities
6. **DO NOT READ OUT** No reason
7. **DO NOT READ OUT** Don't know
8. **DO NOT READ OUT** Refused

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

E10.MENTORCON

And have you stayed in touch with your mentor from the Help to Grow Management programme since you completed it?

SINGLE CODE.

1. Yes
2. No
3. **DO NOT READ OUT** Don't know
4. **DO NOT READ OUT** Refused

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

E11. KNOWSHARE

To what extent has participation in the Help to Grow Management Programme contributed to you...

SINGLE CODE. REVERSE SCALE. RANDOMISE LIST. ASK AS GRID.

READ OUT

- A. Sharing information and experiences with other SME leaders in your sector
- B. Sharing information and experiences with other SME leaders outside your sector
- C. Sharing information and experiences with other SME leaders in your local area
- D. Having an expanded network of peers to discuss issues in your business
- E. Feeling better supported to make decisions about your business
- F. Having a better understanding of the business support available to SMEs like yours
- G. Feeling less isolated in your role as a business leader

1. To a great extent
2. To some extent
3. Hardly at all
4. Not at all
5. **DO NOT READ OUT** Don't know
6. **DO NOT READ OUT** Refused

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

E12. ACTIVITIES

Since completing the programme, what activities do you engage in at least quarterly?

MULTI CODE EXCEPT NONE, DK AND REFUSED.

READ OUT

1. One to one discussions with a mentor
2. Formal discussions with other businesses
3. Informal discussions with other businesses

4. Networking or learning and development events unrelated to HtGM
5. Other **WRITE IN**
6. No interactions with anyone outside of my business
7. **DO NOT READ OUT** Don't know
8. **DO NOT READ OUT** Refused

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

E12A. PAYPRIOR

Before you started on Help to Grow Management, how much would you have been willing to pay for the programme?

SINGLE CODE.

DO NOT READ OUT. CHOOSE APPROPRIATE OPTION BASED ON RESPONDENTS ANSWER

1. £0 or not willing to pay for the programme
2. £1-£499
3. £500-£749
4. £750-£999
5. £1000-£2,499
6. £2,500-£4,999
7. £5000 or more
8. **DO NOT READ OUT** Don't know
9. **DO NOT READ OUT** Refused

ASK ALL COMPLETERS (STATUSDUM = 1 OR 3)

E12B. PAYAFTER

Now you have completed Help to Grow Management, how much would you be willing to pay for the programme?

SINGLE CODE.

DO NOT READ OUT. CHOOSE APPROPRIATE OPTION BASED ON RESPONDENTS ANSWER

1. £0 or not willing to pay for the programme
2. £1-£499
3. £500-£749
4. £750-£999
5. £1000-£2,499
6. £2,500-£4,999
- £5000 or more
7. **DO NOT READ OUT** Don't know
8. **DO NOT READ OUT** Refused

ASK ALL CROSS-SECTIONAL COMPLETERS (STATUSDUM = 1 OR 3 AND S_POSTCOMPLETE = 2)

E13.RECOMMEND

How likely would you be to recommend Help to Grow: Management to another business leader?

SINGLE CODE.

READ OUT

1. Very likely
2. Likely
3. Not very likely
4. Not at all likely
5. **DO NOT READ OUT** Don't know
6. **DO NOT READ OUT** Refused

Section F – Dropout

READ OUT TO ALL DROPOUTS (STATUSDUM = 2)

The following questions ask about your overall experience of the Help to Grow programme and any issues you experienced whilst participating. We understand that your experience of the programme may have been limited, so please answer as best you can based on whatever experience you did have of the programme.

ASK ALL DROPOUTS (STATUSDUM = 2)

F1.SATDROP

Overall, how satisfied or dissatisfied were you with the Help to Grow: Management programme?

SINGLE CODE. REVERSE SCALE.

READ OUT

1. Very satisfied
2. Fairly satisfied
3. Fairly dissatisfied
4. Very dissatisfied
5. **DO NOT READ OUT** Don't know
6. **DO NOT READ OUT** Refused

ASK ALL DROPOUTS (STATUSDUM = 2)

F2.DROPREASON

What was the main reason for you not completing all the modules in the programme?

MULTICODE EXCEPT NO REASON, DK AND REF

DO NOT READ OUT

1. Time commitment required
2. Too far to travel
3. Course content was not relevant
4. Due to other business commitments
5. Personal circumstances
6. Other **WRITE IN**
7. **DO NOT READ OUT** No reason
8. **DO NOT READ OUT** Don't know
9. **DO NOT READ OUT** Refused

ASK ALL DROPOUTS (STATUSDUM = 2)

F3.DROPSUPPORT

What, if anything, could have supported you to attend more of the programme?

MULTICODE EXCEPT NOTHING, DK AND REF

DO NOT READ OUT

1. More online delivery
 2. More face-to-face delivery
 3. Fewer sessions
 4. More time between sessions
 5. Changes to the content
 6. Changes to the teaching style
 7. Longer delivery period
 8. Shorter delivery period
 9. Different teaching style
 10. Changes to the way that content is delivered
 11. Fewer activities outside core delivery
 12. More activities outside core delivery
- Fewer requirements needed for the follow-up activities
13. Other **WRITE IN**
 14. **DO NOT READ OUT** Nothing could have supported
 15. **DO NOT READ OUT** Don't know
 16. **DO NOT READ OUT** Refused

ASK ALL DROPOUTS (STATUSDUM = 2)

F4.DROPCOMP

Would you be interested in completing the programme at a later point in time?

SINGLE CODE.

1. Yes
2. No
3. **DO NOT READ OUT** Don't know
4. **DO NOT READ OUT** Refused

Section X – About You and Your Business

READ OUT IF DID NOT COMPLETE POST-COMPLETION SURVEY (S_POSTCOMPLETE = 2)

This final section asks questions about you and your business. These are important to help us understand the profile of people and businesses that have [STATUSDUM = 1 OR 3 participated in] [STATUSDUM = 2 dropped out of] the Help to Grow: Management programme.

ASK IF DID NOT COMPLETE POST-COMPLETION SURVEY (S_POSTCOMPLETE = 2)

X1. TIMEROLE

How long have you been in your current role?

SINGLE CODE

READ OUT UNTIL RESPONDENT CODES

1. Less than 6 months

2. More than 6 months but less than a year
3. 1 year to less than 3 years
4. 3 years to less than 5 years
5. 5 years to less than 10 years
6. 10 years to less than 15 years
7. 15 years to less than 20 years
8. 20 or more years
9. **DO NOT READ OUT** Don't know
10. **DO NOT READ OUT** Refused

ASK IF DID NOT COMPLETE POST-COMPLETION SURVEY (S_POSTCOMPLETE = 2)

X2. ETHNICITYOWNED

SINGLE CODE

Are any of the senior leaders in your business from an ethnic minority background?

1. Yes
2. No
3. **DO NOT READ OUT** Don't know
4. **DO NOT READ OUT** Refused

ASK IF DID NOT COMPLETE POST-COMPLETION SURVEY (S_POSTCOMPLETE = 2)

X3. FEMALEOWNED

SINGLE CODE

Are any of the senior leaders in your business female?

1. Yes
2. No
3. **DO NOT READ OUT** Don't know
4. **DO NOT READ OUT** Refused

ASK ALL

X4. PDR

SINGLE CODE

READ OUT UNTIL RESPONDENT CODES

Approximately what proportion of managers and non-managers within this business had a performance review in the last 12 months?

1. None
2. 1% to less than 25%
3. 25% to less than 50%
4. 50% to less than 75%
5. More than 75%
6. **DO NOT READ OUT** Don't know
7. **DO NOT READ OUT** Refused

ASK ALL

X5. KPI

SINGLE CODE

READ OUT UNTIL RESPONDENT CODES

How many key performance indicators (otherwise known as KPIs) does your business monitor?

1. 1 to 2 KPIs
2. 3 to 9 KPIs
3. 10 or more KPIs
4. We have no KPIs
5. **DO NOT READ OUT** Don't know
6. **DO NOT READ OUT** Refused

ASK ALL

X6. PROBLEM

SINGLE CODE

READ OUT

In the last 12 months, in general, what is the most common response to the problems faced within your business?

1. We resolved the problems but did not take further action
2. We resolved the problems and took actions to try and ensure they did not happen again
3. We resolved the problems and had a continuous improvement process to anticipate similar problems in advance
4. No action was taken

5. **DO NOT READ OUT** Don't know

6. **DO NOT READ OUT** Refused

Section G – Recontact

ASK ALL

G1.RECONTACT

Thank you for taking part in this survey. Would you be willing for Ipsos to re-contact you for a follow-up interview as a part of this evaluation in the next six to twelve months?

SINGLE CODE.

- 3. Yes – I would be willing
- 4. No – I would not be willing

ASK ALL

G1A.RECONTACTB

And would you be willing for Ipsos MORI or any organisation we are partnering with for the evaluation to re-contact you for any other research requests relating to the Help to Grow Management programme in the next two years?

SINGLE CODE.

- 4. Yes – I would be willing
- 5. No – I would not be willing

ASK IF SELECTED 1 AT RECONTACT OR SELECTED 1 AT RECONTACTB

G2.DETAILS

Please can you provide us with the best telephone number for Ipsos to re-contact you on?

- 6. **OPEN ENDED TEXT BOX**
- 7. Don't know **SINGLE CODE.**
- 8. I am not willing to give a phone number **SINGLE CODE.**

4. Mentor survey

Evaluation of Help to Grow: Management: Quarterly mentor survey

Key for scripter

ROUTING INSTRUCTIONS IN BLUE

QUESTION INSTRUCTIONS IN RED

PARTICIPANT OR INTERVIEWER INSTRUCTIONS IN GREEN

TEXT SUBS IN GOLD

Introduction

SHOW FOR ALL

Welcome to the Help to Grow: Management mentor survey.

Ipsos has been appointed by Department for Business and Trade (DBT) to deliver an independent evaluation of the Help to Grow: Management programme. The evaluation will gather evidence to understand the effectiveness and impact of the programme. As part of this, we are keen to gather feedback from mentors on their experiences of the programme. The findings will be used by DBT to inform the ongoing development of the programme, as well as wider support available to mentors.

The survey should take no more than 10 minutes to complete.

The information you share will be treated in the strictest confidence and used only for the purposes of the evaluation. The findings will be reported back to DBT in aggregate form and you will not be personally identified from what you tell us. For more details on how the information you share will be used, please access the Privacy Notice **at ipsos.uk/helptogrow**. If you have any questions then please email helptogrow@ipsos-mori.com.

Participation in the survey is entirely voluntary and you are free to decline to answer any question or to stop the survey at any time. We really appreciate any feedback you can provide on your experience as a mentor: it will help Government learn and improve the way it supports businesses in the future.

Thank you in advance for your time and support.

If you are happy to participate in the survey, please click on Next below.

Section S – Screening

ASK ALL

S1. SCREENER

Before we start, please can you confirm that you have been matched with at least one mentee as part of the Help to Grow: Management programme **since August 2022?**

SINGLE CODE

- A. Yes
- B. No – **THANK AND CLOSE**
- C. Don't know **THANK AND CLOSE**
- D. Prefer not to say **THANK AND CLOSE**

ASK ALL

S2. VOLUNTEER ONLY

Were you involved in providing mentoring support to Help to Grow: Management participants **prior to August 2022?**

SINGLE CODE

- A. Yes
- B. No
- C. Don't know
- D. Prefer not to say

SHOW IF S2 = A, C, D: This survey seeks to gather feedback on the current mentor model that is being delivered under Help to Grow: Management. Please could you answer the remainder of the survey with the answer that best reflects your experience of being a HtGM mentor since August 2022. Thank you.

ASK ALL

S3. MENTOR RELATIONSHIPS

How many mentoring relationships with programme participants have you completed **since August 2022?**

SINGLE CODE

- A. None
- B. 1
- C. 2
- D. 3-4
- E. 5-6
- F. 7-8
- G. More than 8
- H. Don't know
- I. Prefer not to say - **THANK AND CLOSE**

IF S3 = I GO TO THANK YOU SCREEN: Thank you for your taking part so far. This survey seeks to gather feedback from mentors that have completed at least half of a mentoring relationship (i.e.,

five or more hours). If you would like to complete the rest of the survey and feel comfortable providing information on the number of mentoring relationships, you have completed please go back to the previous screen. If not please feel free to leave the survey. Please note, you may be contacted again when you have completed more of your mentorship. We would welcome your participation in the study at this later date. Once again, thank you for your time.

ASK IF S3=A-H (if they have “None” completed relationships or “Don’t know”)

S3C. ONGOINGRELATIONSHIPS

How many Help to Grow: Management participants are you **currently** mentoring?

SINGLE CODE

- A. None **THANK AND CLOSE**
- B. 1
- C. 2
- D. 3-4
- E. 5-6
- F. 7-8
- G. More than 8
- H. Don’t know **THANK AND CLOSE**
- I. Prefer not to say **THANK AND CLOSE**

ASK IF S3=A or H (if they have “None” completed relationships or “Don’t know”)

S3A. MENTORRELATIONSHIPS

How many hours have you completed with at least one of your current mentees?

SINGLE CODE

- A. None at all **THANK AND CLOSE**
- B. Less than one hour **THANK AND CLOSE**
- C. 1 to 2 hours **THANK AND CLOSE**
- D. 3 to 4 hours **THANK AND CLOSE**
- E. 5 to 6 hours
- F. 7 to 9 hours
- G. 10 hours
- H. More than 10 hours
- I. Don’t know **THANK AND CLOSE**
- J. Prefer not to say **THANK AND CLOSE**

IF S3A = A-D GO TO THANK YOU SCREEN: Thank you for your taking part so far. This survey seeks to gather feedback from mentors that have completed at least half of a mentoring relationship (i.e., five or more hours). If you have completed more than half of your relationship, please go back and change your answer. If not, please feel free to leave the survey. Please note, you may be contacted again when you have completed more of your mentorship. We would welcome your participation in the study at this later date. Once again, thank you for your time.

ASK IF S3=B-G

S3B. ONGOINGRELATIONSHIPS

Excluding your fully completed mentorships, how many Help to Grow: Management mentorships are you in the **process of completing**?

SINGLE CODE

- A. None
- B. 1
- C. 2
- D. 3-4
- E. 5-6
- F. 7-8
- G. More than 8
- H. Don't know
- I. Prefer not to say

ASK IF S3=B-G (if a mentor has completed at least one relationship)

S3C. MENT3MTH

Of the mentoring relationships you have completed, were any of these in the **last 3 months**?

SINGLE CODE

- A. Yes
- B. No **THANK AND CLOSE**
- C. Don't know **THANK AND CLOSE**
- D. Prefer not to say **THANK AND CLOSE**

Section A – Mentoring and your experience

ASK ALL

A1. REGSATISFACTION

How satisfied were you with your experience of the following elements of the sign up process for Help to Grow: Management programme?

ASK AS A GRID. REVERSE SCALE.

1. Registration process (e.g., application form, enquiring about the programme)
2. Onboarding process (e.g., induction session after signing up as a volunteer)
3. Training content (e.g., mentor training and videos, the interactive session provided by the Association of Business Mentors)
4. Training duration

- A. Very satisfied
- B. Fairly satisfied
- C. Fairly dissatisfied

- D. Very dissatisfied
- E. Don't know
- F. Prefer not to say

ASK IF A1=B-E FOR ANY STATEMENT IN THE GRID (if they are Fairly satisfied, fairly dissatisfied, very dissatisfied on any of the 4 scales in the grid)

A2. IMPROVEMENTS

What, if anything, would have improved your satisfaction with the overall sign up process, from registration to training?

OPEN TEXT

- A. Don't know **SINGLE CODE**
- B. Prefer not to say **SINGLE CODE**

Section B – The matching process

SHOW ALL

The next set of questions will be about your experience of the matching process with your mentees and the mentoring platform.

ASK ALL

B1. MATCHTIME

Once you were trained as a mentor for Help to Grow: Management, roughly how long did it take for you to be matched to a participant?

If you have had more than one mentee so far, please provide an average across them.

SINGLE CODE

- A. Less than seven days
- B. 1-2 weeks
- C. More than two weeks but less than one month
- D. One to two months
- E. More than two months
- F. Don't know
- G. Prefer not to say

ASK ALL

B1A. SESSTIME

Once you matched to a participant roughly how long was it until you had your first mentoring session?

If you have had more than one mentee so far, please provide an average across them.

SINGLE CODE

- A. Less than seven days
- B. 1-2 weeks
- C. More than two weeks but less than one month
- D. One to two months
- E. More than two months
- F. Don't know
- G. Prefer not to say

ASK ALL

B2. MENTORPLATFORM

To what extent do you **agree or disagree** that the mentoring platform is straightforward to use?

SINGLE CODE. REVERSE SCALE

- A. Strongly agree
- B. Agree
- C. Disagree
- D. Strongly disagree
- E. Don't know
- F. Prefer not to say

ASK IF B2=B-D (if they Agree, Disagree, Strongly Disagree)

B2A. MENTORPLATFORMIMPROVEMENTS

How could the mentoring platform be improved to make it more straightforward to use?

OPEN TEXT BOX LIMIT TO 500 CHARACTERS

- A. Don't know **SINGLE CODE**
- B. Prefer not to say **SINGLE CODE**

ASK ALL

B3. EXPERIENCEMATCH

To what extent do you **agree or disagree** that you were well matched to your mentee's needs?
If you had more than one mentee please provide your overall view.

SINGLE CODE. REVERSE SCALE

- A. Strongly agree
- B. Agree
- C. Disagree
- D. Strongly disagree
- E. Don't know
- F. Prefer not to say

Section C – The mentoring relationship

SHOW ALL

The next set of questions will focus on the relationship between you and your mentees.

ASK IF S3=B-G (if completed at least one relationship)

C1. MENTORHOURS

On average, how many **hours of mentoring** did you complete with each mentee?

If you have completed more than one mentoring relationship, please provide an average across them.

SINGLE CODE.

- A. None at all
- B. Less than one hour
- C. 1-2
- D. 3-4
- E. 5-6
- F. 7-9
- G. 10 hours
- H. More than ten hours
- I. Don't know
- J. Prefer not to say

ASK IF C1=A-F (if completed less than 10 hours of mentoring)

C1A. NOCOMPLETE

Why did you not complete the full ten hours of mentoring?

Please select all that apply.

MULTICODE EXCEPT FOR G AND H.

- A. I was matched with a mentee but the mentee could not attend sessions
- B. I was matched with a mentee but I could not attend the sessions
- C. I was matched with a mentee but they requested to be re-matched with someone else
- D. I was matched with a mentee but I requested to be re-matched with someone else
- E. I changed my mind about wanting to participate
- F. Other (specify)
- G. Don't know
- H. Prefer not to say

ASK ALL

C2. MENTORSUPPORT

To what extent do you **agree or disagree** that you **[IF S3=A, H OR S3B=B-G] feel [IF S3B=A, H, I] felt** well supported by the mentoring consortium during the one-to-one mentoring?

SINGLE CODE. REVERSE SCALE

- A. Strongly agree
- B. Agree
- C. Disagree
- D. Strongly disagree
- E. Don't know
- F. Prefer not to say

ASK IF C2=C OR D (if not well supported by the mentoring consortium)

C2A. ENTNATIMP

What could the mentoring consortium do better to help support your one-to-one mentoring?

OPEN ENDED TEXT BOX [500 characters].

ASK ALL

C3. ONETOONE

Which of the following describes **how** [IF S3=A, H OR S3B=B-G] you are using [IF S3B= A, H, I] you used the one-to-one mentoring to support the mentee(s)?

MULTICODE EXCEPT D, E, F

- A. I [IF S3B= A, H, I] used / [IF S3=A, H OR S3B=B-G] use the mentoring to support the participant/mentee to build on topics covered in the programme
- B. I [IF S3B= A, H, I] used / [IF S3=A, H OR S3B=B-G] use the mentoring to support the participant/mentee with topics that were not covered in the programme
- C. I [IF S3B= A, H, I] used / [IF S3=A, H OR S3B=B-G] use the mentoring to support the participant with growth action planning and/or strategic planning within their business
- D. Don't know
- E. Not applicable
- F. Prefer not to say

ASK IF C3=A (if used the mentoring to build on topics covered in the programme)

C3A. HTGMTOPICS

Which, if any, of the following **topics** in the Help to Grow: Management curriculum [IF S3=A, H OR S3B=B-G] have you covered [IF S3B= A, H, I] did you cover in your mentoring sessions?

Please select all that apply.

MULTICODE EXECEPT FOR O, Q, R.

- A. Implementing a business plan and strategy
- B. Developing and introducing new products or services
- C. Using data to inform decision making

- D. Digitalising systems and processes
- E. Using digital technology to help grow the business
- F. Entering new markets (including overseas)
- G. Understanding different types of customers and how to meet their needs
- H. Understanding their business' positioning compared to market competitors
- I. Communicating the business vision, mission and value statements
- J. Leading through change and uncertainty
- K. Implementing a development plan for employees
- L. Understanding the effectiveness of operational processes and how they could be improved.
- M. Understanding financial management and the use of financial data to support strategic decision making in the organisation
- N. Accessing external finance e.g. loans, overdraft, equity finance
- O. None of the above
- P. Other (please specify)
- Q. Don't know
- R. Prefer not to say

ASK IF C3=B (if did not use the mentoring to build on topics covered in the programme)

C3B. HTGMNOTCOV

Which topics [IF S3=A, H OR S3B=B-G] do [IF S3B= A, H, I] did you cover with your mentee that [IF S3=A, H OR S3B=B-G] are [IF S3B= A, H, I] were not covered by the Help to Grow: Management curriculum? Please give us as much detail as you can.

OPEN ENDED TEXT BOX [500 characters].

ASK ALL

C4. MENTORCURRIC

To what extent do you **agree or disagree** that you [IF S3=A, H OR S3B=B-G] feel [IF S3B= A, H, I] **felt** confident applying the HtGM programme (e.g. curriculum topics) to the one-to-one mentoring?

SINGLE CODE. REVERSE SCALE

- A. Strongly agree
- B. Agree
- C. Disagree
- D. Strongly disagree
- E. Don't know
- F. Prefer not to say

ASK ALL

C5. FREQUENCY

Typically, how **often** [IF S3=A, H OR S3B=B-G] are [IF S3B= A, H, I] **were** your mentoring sessions?

SINGLE CODE.

- A. Once a month
- B. Once a fortnight
- C. Once a week
- D. Twice a week
- E. 3 or more times a week
- F. Don't know
- G. Prefer not to say

ASK ALL

C5A. FREQUENCY

From the following options, what [IF S3=A, H OR S3B=B-G] are [IF S3B= A, H, I] were your thoughts on the **frequency** of mentoring sessions?

SINGLE CODE. REVERSE SCALE

- A. I [IF S3B= A, H, I] would have preferred / [IF S3=A, H OR S3B=B-G] would prefer much less time in between
- B. I [IF S3B= A, H, I] would have preferred / [IF S3=A, H OR S3B=B-G] would prefer a little less time in between
- C. The time between sessions [IF S3B= A, H, I] was / [IF S3=A, H OR S3B=B-G] is about right
- D. I [IF S3B= A, H, I] would have preferred / [IF S3=A, H OR S3B=B-G] would prefer a little more time in between
- E. I [IF S3B= A, H, I] would have preferred / [IF S3=A, H OR S3B=B-G] would prefer much more time in between
- F. Don't know
- G. Not applicable
- H. Prefer not to say

ASK ALL

C6. DURATION

From the following options, what [IF S3=A, H OR S3B=B-G] are [IF S3B= A, H, I] were your thoughts on the **duration** of the mentoring sessions?

SINGLE CODE. REVERSE SCALE

- A. They [IF S3B= A, H, I] were / [IF S3=A, H OR S3B=B-G] are far too short
- B. They [IF S3B= A, H, I] were / [IF S3=A, H OR S3B=B-G] are a little too short
- C. The [IF S3B= A, H, I] duration was / [IF S3=A, H OR S3B=B-G] is about right
- D. They [IF S3B= A, H, I] lasted / [IF S3=A, H OR S3B=B-G] last a little too long
- E. They [IF S3B= A, H, I] lasted / [IF S3=A, H OR S3B=B-G] last far too long
- F. Don't know

- G. Not applicable
- H. Prefer not to say

ASK ALL

C7. OVERALLSATISFACTION

Overall, how satisfied are you with your experience of mentoring on the Help to Grow Management programme to date?

SINGLE CODE. REVERSE SCALE

- A. Very satisfied
- B. Fairly satisfied
- C. Fairly dissatisfied
- D. Very dissatisfied
- E. Don't know
- F. Prefer not to say

ASK IF C7=A-D

C7A.SATISFACTIONREASONS

Can you say why you are [INSERT ANSWER C7] with your experience of mentoring on the programme?

OPEN TEXT

- A. Don't know **SINGLE CODE**

5. Counterfactual survey

Evaluation of Help to Grow: Management: Counterfactual Survey

Key for scripter

ROUTING INSTRUCTIONS IN BLUE

QUESTION INSTRUCTIONS IN RED

PARTICIPANT OR INTERVIEWER INSTRUCTIONS IN GREEN

Introduction

READ OUT TO ALL

Hello, my name is ... from Ipsos, the independent research organisation. Could I please speak to [S_CONTACTNAME]?. IF NAMED CONTACT HAS LEFT THEN ASKED TO BE TRANSFERRED TO CEO OR OWNER OR OTHER KEY DECISION MAKER AND RESTART.

Thank you for taking the time to answer these questions. You originally took part in a survey in November 2022 about how you manage your firm, how you access support for your company and any business development needs you feel you need to improve the overall performance of the firm. That survey was conducted as part of the evaluation of the Help to Grow Management Programme on behalf of the Department for Business and Trade, to get important contextual information on the wider business community. The findings from this survey will be used by DBT to inform the ongoing development of the programme, as well as wider support available to businesses like yours.

The interview should take no more than 15 minutes to complete.

The information you share will be treated in the strictest confidence and used only for the purposes of the evaluation. The findings will be reported back to DBT in aggregate form and you will not be personally identified from what you tell us. For more details on how the information you share will be used, please access the Privacy Notice at [ipsos.uk/helptogrowcf](https://www.ipsos.uk/helptogrowcf).

Participation in the survey is entirely voluntary and you are free to decline to answer any question or to stop the survey at any time. We really appreciate any feedback you can provide on your experience: it will help Government learn and improve the way they support businesses like yours in the future.

Thank you in advance for your time and support.

Ipsos deliver independent research and evaluation services to support policy makers and government departments to make evidence-based decisions. Ipsos will take appropriate steps to

protect your personal information and minimise its unauthorised access or disclosure. You are free to request the withdrawal and deletion of your data at any point over the course of the evaluation by contacting benjamin.swannell@ipsos.com.

REASSURANCE EMAIL SCREEN

READ OUT IF SENDING REASSURANCE EMAIL

This email has more information about the survey.

Section X – Consent

ASK ALL

S1. CONSENT

Before we start, I just want to clarify that participation in the survey is voluntary and you can change your mind at any time. Are you happy to proceed with the interview?

SINGLE CODE

READ OUT

1. Yes

2. No

ASK ALL

S2. HTGAPPLY

Have you applied for or taken part in the Help to Grow: Management programme delivered by the Government's Department for Business, and Trade ?

SINGLE CODE

READ OUT

1. Yes – THANK AND CLOSE

2. No

3. DO NOT READ OUT Don't know – THANK AND CLOSE

4. DO NOT READ OUT Refused - THANK AND CLOSE

ASK ALL

S2. STAFFNUMA

According to our data, your business has [INSERT FROM SAMPLE] full time equivalent staff in total. Is that correct?

SINGLE CODE

READ OUT

1. Yes

2. No

3. DO NOT READ OUT Don't know

4. DO NOT READ OUT Refused – CODE FROM SAMPLE

ASK IF NOT CORRECT NUMBER OF STAFF (CODE 2 OR DK AT STAFFNUMA)

S3. STAFFNUMB

How many staff does your company employ in total?

SINGLE CODE

READ OUT

1. 4 or less – THANK AND CLOSE
2. 5 to 9
3. 10 to 19
4. 20 to 49
5. 50 to 99
6. 100 to 249
7. 250 or more – THANK AND CLOSE
8. DO NOT READ OUT Don't know – CODE SAMPLE INFO
9. DO NOT READ OUT Refused – CODE SAMPLE INFO

ASK ALL

S4. YEARSOPS

How long has your business been trading?

SINGLE CODE

READ OUT

1. Less than 1 year – THANK AND CLOSE
2. 1 year to less than 3 years
3. 3 years to less than 5 years
4. 5 years to less than 10 years
5. 10 years to less than 15 years
6. 15 years to less than 20 years
7. 20 years to less than 50 years
8. 50 or more years
9. DO NOT READ OUT Don't know – CODE SAMPLE INFO
10. DO NOT READ OUT Refused – CODE SAMPLE INFO

Section A – About you and your business

READ OUT TO ALL

This first section asks questions about you and your business. These are important to help us understand the profile of people and businesses taking part in this survey.

ASK ALL

A1. TIME ROLE

How long have you been in your current role?

SINGLE CODE

READ OUT. ONLY SHOW CODES LESS THAN OR EQUAL TO YEARSOPS.

1. Less than 6 months
2. 6 months to less than a year
3. 1 year to less than 3 years
4. 3 years to less than 5 years
5. 5 years to less than 10 years
6. 10 years to less than 15 years
7. 15 years to less than 20 years
8. 20 or more years
9. **DO NOT READ OUT** Don't know
10. **DO NOT READ OUT** Refused

ASK ALL

A2. ETHNICITY OWNED

SINGLE CODE

Are any of the senior leaders in your business from an ethnic minority background?

1. Yes
2. No
3. Don't know
4. Refused

ASK ALL

A3. FEMALE OWNED

SINGLE CODE

Are any of the senior leaders in your business female?

1. Yes
2. No
3. Don't know
4. Refused

ASK ALL

A9.TURNOVERA

What was the total turnover of your business in financial year 2022/23?

SINGLE CODE

ENTER AMOUNT IN £. ALLOW ZERO, DK AND REFUSED

ASK DON'T KNOW TURNOVER (CODE DK AT TURNOVER)

A10.TURNOVERB

Was it...

SINGLE CODE

READ OUT

1. Zero – pre revenue/no turnover
2. Less than £50,000 but not zero
3. £50,000 to less than £100,000
4. £100,000 to less than £500,000
5. £500,000 to less than £2 million
6. £2 million to less than £10 million
7. £10 million to less than £50 million
8. £50 million or more
9. **DO NOT READ OUT** Don't know – **CODE SAMPLE INFO**
10. **DO NOT READ OUT** Refused – **CODE SAMPLE INFO**

ASK ALL

A11. TURNOVERC

How do you expect your turnover to change in the financial year 2023/24 compared to financial year 2022/23?

SINGLE CODE

READ OUT

1. Increase
2. Stay around the same
3. Decrease
4. **DO NOT READ OUT** Don't know
5. **DO NOT READ OUT** Refused

Section B – Experience of business support

READ OUT TO ALL

The following questions ask about how you access business support, what the barriers are to this and activities you engage in to improve your business.

ASK ALL

B1.SUPPORT

Which, if any, of the following types of business support have you engaged with in the last three years?

MULTICODE EXCEPT M, N AND O. RANDOMISE EXCEPT L AND M AND N AND O.

READ OUT

- P. Small Business Leadership Programme (SBLP)
- Q. Peer Networks Programme
- R. Business Support Helpline
- S. Help to Grow: Digital
- T. Financial support relating to COVID-19 (e.g., Bounce back loans, furlough scheme)
- U. Other public sector support (e.g., from Growth Hubs, Local Enterprise Partnerships)
- V. Support for research or innovation
- W. Support for digital technologies
- X. Support for accessing finance
- Y. Support exporting
- Z. Private consultancies
- AA. Other forms of support **WRITE IN**
- BB. **DO NOT READ OUT** None of these
- CC. **DO NOT READ OUT** Don't know
- DD. **DO NOT READ OUT** Refused

ASK ALL

B2.ACTIVITIES

Which, if any, of the following external activities do you engage in regularly in order to improve your business? By regularly we mean at least once every three months.

MULTICODE EXCEPT G, H AND I. RANDOMISE EXCEPT F, G, H AND I.

READ OUT

- A. One to one discussion with a mentor
- B. Informal discussions with other businesses
- C. Formal discussions with other businesses
- D. Networking or learning and development events within a business representative organisation
- E. Professional coaching
- F. Other external activities **WRITE IN**
- G. **DO NOT READ OUT** None of these
- H. **DO NOT READ OUT** Don't know
- I. **DO NOT READ OUT** Refused

Section C – Management and Leadership activities

READ OUT TO ALL

The following questions will be used to help us understand more about your current business management practices.

ASK ALL

C1. KPI

SINGLE CODE

READ OUT UNTIL RESPONDENT CODES

How many key performance indicators (otherwise known as KPIs) does your business monitor?

1. 1 to 2 KPIs
2. 3 to 9 KPIs
3. 10 or more KPIs
4. We have no KPIs
5. **DO NOT READ OUT** Don't know
6. **DO NOT READ OUT** Refused

ASK ALL

C2. PDR

SINGLE CODE

READ OUT UNTIL RESPONDENT CODES

Approximately what proportion of managers and non-managers within this business had a performance review in the last 12 months?

1. None
2. 1% to less than 25%
3. 25% to less than 50%
4. 50% to less than 75%
5. More than 75%
6. **DO NOT READ OUT** Don't know
7. **DO NOT READ OUT** Refused

ASK ALL

C3.LEADSKILLS

Thinking about how you feel today, to what extent do you agree or disagree with the following statements:

SINGLE CODE. REVERSE SCALE. RANDOMISE LIST. ASK AS GRID.

READ OUT

- I. I have all the skills I need to manage my employees over the next three years
 - J. I have all the skills I need to lead my business over the next three years
 - K. As a business leader I feel I can achieve my goals even if there are obstacles
 - L. Within my role as a business leader I feel able to adapt when changes occur
 - M. I am aware of factors that drive growth in SMEs and have considered what this means for my business
-
- 13. Strongly disagree
 - 14. Disagree
 - 15. Neither agree nor disagree
 - 16. Agree
 - 17. Strongly agree
 - 18. **DO NOT READ OUT** Don't know
 - 19. **DO NOT READ OUT** Refused

Section D – Business performance

READ OUT TO ALL

This final set of questions ask about how you feel your business is currently performing.

ASK ALL

D2.WHATCHANGE

In the past twelve months, have you made changes in any of the following areas to the way you **manage, organise, or operate** your business?

MULTICODE EXCEPT DK AND NONE OF THE ABOVE AND REF.

READ OUT

- 25. Innovation and markets
- 26. Leadership and employee engagement
- 27. Vision purpose and brand
- 28. Customer targeting
- 29. Data analytics
- 30. Operational efficiency
- 31. Carbon footprint
- 32. Financial management, including accessing finance
- 33. Technology adoption

- 34. Digitalisation
- 35. Other (please specify) **WRITE IN**
- 36. **DO NOT READ OUT** None of the above
- 37. **DO NOT READ OUT** Don't know
- 38. **DO NOT READ OUT** Refused

ASK ALL

D3.BUSSUPPORT

Which, if any, of the following areas could you benefit from access to additional support to help you improve the way you **manage, organise or operate** your business?

MULTICODE EXCEPT DK AND NONE OF THE ABOVE AND REF.

READ OUT

- 1. Innovation and markets
- 2. Leadership and employee engagement
- 3. Vision purpose and brand
- 4. Customer targeting
- 5. Data analytics
- 6. Operational efficiency
- 7. Carbon footprint
- 8. Financial management, including accessing finance
- 9. Technology adoption
- 10. Digitalisation
- 11. Other (please specify) **WRITE IN**
- 12. **DO NOT READ OUT** None of the above
- 13. **DO NOT READ OUT** Don't know
- 14. **DO NOT READ OUT** Refused

ASK ALL

D4.BUSOUTCOME

How would you rate your own firm's capabilities and experience in the following areas:

SINGLE CODE. REVERSE SCALE. RANDOMISE LIST. ASK AS GRID.

READ OUT

- CC. Implementing a business plan and strategy
- DD. Developing and introducing new products or services
- EE. Using data to inform decision making
- FF. Digitalising systems and processes
- GG. Using digital technology to help grow the business
- HH. Entering new markets (including overseas)
- II. Understanding different types of customers and how to meet their needs
- JJ. Understanding your business' positioning compared to market competitors
- KK. Communicating the business vision, mission and value statements

- LL. Leading through change and uncertainty
 - MM. Implementing a development plan for employees
 - NN. Understanding the effectiveness of operational processes and how they could be improved.
 - OO. Understanding financial management and the use of financial data to support strategic decision making in the organisation
 - PP. Accessing external finance e.g. loans, overdraft, equity finance
-
- 13. Very weak
 - 14. Weak
 - 15. Average
 - 16. Strong
 - 17. Very strong
 - 18. **DO NOT READ OUT** Don't know
 - 19. **DO NOT READ OUT** Refused

Section E – Recontact

ASK ALL

E1.RECONTACT

Finally, would you be willing for Ipsos or any organisation we are partnering with for the evaluation to re-contact you for any other research requests relating to the Help to Grow Management programme in the next two years?

SINGLE CODE.

- 9. Yes – I would be willing
- 10. No – I would not be willing

–

ASK IF SELECTED 1 AT RECONTACT OR SELECTED 1 AT RECONTACTB

E2.DETAILS

– Please can you provide us with the best telephone number for Ipsos to re-contact you on?

11. **OPEN ENDED TEXT BOX**

12. Don't know **SINGLE CODE.**

13. I am not willing to give a phone number **SINGLE CODE.**

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– Thanks and close.

Department for Business and Trade

The department for business and trade is an economic growth department. We ensure fair, competitive markets at home, secure access to new markets abroad and support businesses to invest, export and grow. Our priorities are the industrial strategy, make work pay, trade and the plan for small business.

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